

**School of Information Sciences
at the University of Pittsburgh**

“The iSchool at Pitt”

FY 2012 Annual Plan

To be submitted March 1, 2011

University Goals:

- Provide High Quality Undergraduate Programs
- Offer superior graduate programs
- Engage in research
- Cooperate with public and private sector institutions
- Offer continuing education programs
- Contribute to the local, state and national communities
- Ensure operational efficiency and effectiveness
- Expand international focus and activities
- Develop collaborative research
- Diversity

iSchool Long-Term Goals:

- Build Financial Strength for the Future
- Foster Intellectual Vitality for our Community
- Provide Strategic Leadership for our Professions
- Interpret and Articulate the Information School Vision and Mission

Roadmap to iSchool Objectives and Strategies

Pitt Goals → iSchool Goals ↓	Provide High Quality Undergraduate Programs	Offer superior graduate programs	Engage in research	Cooperate with public and private sector institutions	Offer continuing education programs	Contribute to the local, state and national communities	Ensure operational efficiency and effectiveness	Expand international focus and activities	Develop collaborative research	Diversity
Financial Strength	Curriculum responds to employer needs	Re-conceive the financial model	Grow & diversify research funding	Expand communication and outreach	Diversify tuition income	Regional collaboration	Streamline administrative processes	Implement Pitt Int'l Plan Framework	Faculty incentives & rewards	Recruiting faculty & students
Intellectual Vitality	Learning beyond the classroom	Complete the self study	Collaboration on signature problems				Customer service model		Attract post-docs	Explore human differences in the information professions
Strategic Leadership				Engage peers on leadership issues	Evaluate CAS Opportunities	Engage students in communities of practice		International research collaboration	Leadership in iSchools Caucus	iSchool Inclusion Institute
Vision & Mission	Service learning	Develop 10-year vision	Articulate signature strengths	Elucidate distinguishing characteristics				Internationalize vision & mission	Demonstrate value to other schools' collaborative research	Counteract impediments to diversity

University Goal: Provide High Quality Undergraduate Programs

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations & Outcomes	FY 2012 Proposed Activities and Goals
Build financial strength for the future	-Increase Enrollment -Sustain a strong network of referring institutions and academic advisors -Diversify enrollment (30-credit second degree program, 5 year BSIS/MSIS)	-Student FTE and headcount by source (in-state, out-of-state, international) -Enrollment by non-traditional students (veterans, 30-credit second degree program)	-Increase FTE to 119 -Design/promote 30-credit second degree program	FTE Fall 2010 – 118.6 HC Fall 2010 – 142 -8.1% of BSIS students were out-of-state in Fall 2009; 12.5% were in Fall 2010 -30-credit second degree program curriculum in process	-Create relationships with referral institutions -Increase outreach to referral audiences -create 5 year BSIS/MSIS program -Diversify enrollment emphasizing recruitment of veterans and promoting 30-credit second degree program
	Monitor employment trends and employer needs against curricular content and academic specializations	Number of student internships; time lag from graduation to first professional job.	Survey alumni for job placement/time to placement	-2 BSIS enrolled in Internship course: -Alumni survey reveals that 69.5% of BSIS graduates secured employment within six months; 13% within a year.	-Identify employment trends, utilizing Pittsburgh Technology Council, IAC, Computer Science Industry Board -actively seek out and facilitate internships -survey new graduates on time-to-placement
Foster intellectual vitality for our community	Offer a diverse array of learning and professional growth opportunities that extends beyond the conventional classroom	-Student participation in OCC, PRISM, and related activities -Student participation in iSchool professional development opportunities	-Reinvigorate student group -Offer professional development activities	-PRISM – 61 active members; events attract 15-25 participants -5 professional development activities hosted	-Promote OCC -Promote PRISM -Host Professional Development activities -Identify methods to expose students to international nature of industry/discipline
Interpret and articulate the Information School vision and mission	Provide illustrative scenarios and service learning opportunities that exemplify the role of information schools.	Experiences/number of students in cross-disciplinary situations in roles such as <i>information scientist</i>			modify selected courses in the curriculum to include iSchool ideas, concepts; to reflect skills needed identified by industry partners

University Goal: Offer superior graduate programs

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Build financial strength for our future	Re-conceive the School's financial model upon which operational decisions are made in light of the changing economics of higher education	Proportion of operating budget that is available for discretionary reallocation to emerging priorities and opportunities.	-Complete iSchool's financial model to effectively address financial aid across the programs -Enroll more out-of-state students	-Financial Model has been crafted and utilized in FY 2011 to support student financial aid needs. This model will be continuously reviewed in light of changing financial/programmatic situations. -Out of state full-time enrollment increased in all programs. In-state enrollment declined in graduate programs. More tuition was generated: AY 2009 - \$14,684,854 AY 2010 - \$15,356,504	- Benchmark Financial Aid strategies with other iSchools -Prioritize our Financial Aid needs/goals. -Develop Financial Aid strategies to maximize enrollments -Focus fundraising on scholarship support -Enroll more out-of-state FT students - Diversify enrollments through recruitment of veterans and diversity students.
Foster intellectual vitality for our community	Complete self study in preparation for external review of graduate programs and Middle States Reaccreditation of Pitt	Progress toward completion of 9 chapter self study following University guidelines	Draft Self-study to be completed by May 2011	The School will have completed all data collection by 3/1/2011. Draft will be presented to faculty in May 2011.	Complete self-study and documentation for the Middle States accreditation and for ALA
	Enhance quality online educational opportunities available to online students	Completion of external review of blended learning model and FastTrack program	-Sponsor CIDDE workshop on fundamentals of course development -NCHEMS evaluation	-Sponsored CIDDE workshop -NCHEMS completes evaluation	-Revised blended learning model based on NCHEMS evaluation
Interpret and articulate the Information School vision and mission	Develop a 10-year vision for the School that situates (and differentiates) it clearly among aspirational peers	Completion of NSF-funded workshop on "Emerging Configurations of the Virtual and Real" Endorsement by faculty and SIS Council of vision, mission, values	Not in FY 2011 Plan	-Form committee to draft vision and mission statements.	-Synthesize/publish results of "Emerging Configurations" Workshop -Secure faculty endorsement of vision and mission statements. -expand interdisciplinary programs with other units

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
		statements.			at Pitt such as Public Health, DBMI, DataVerse project, School of Education

University Goal: Engage in research

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Build financial strength for our future	Sustain the growth and diversification of externally funded research	Total research funding Number of faculty with externally funded research Number of PhD students funded through research grants	-Develop informal working groups for collaborative proposals -Select target areas in which to become leaders	-Decrease of 23% (July – Dec.) in research expenditures due to conclusion of several significant projects including a MURI and others funded by NSF/NSA -23 collaborative proposals to date -17 faculty with externally-funded research -27 PhDs funded through research grants	-Seek corporate support for research from organizations identified by faculty -Pursue grants that offer more support for research PhDs and Master’s students -Facilitate collaborative proposals/projects
Foster intellectual vitality for our community	Reallocate resources to encourage collaboration among faculty and graduate students on signature transdisciplinary problems	Participation in seminars and colloquia Joint research proposals Publication output iConference participation by junior faculty and PhD students	Promote collaboration and communication about research within the iSchool	-Hosted 4 series – DL, LERSAIS, Council, iSchool -introduced Working Memory Doctoral Seminar series – 2 courses offered, 5 students enrolled in each. -23 new collaborative proposals (July-Dec.) -49 publications for half of 2010 -2 junior faculty and 12 students attended 2011 iConference	-Once targeted research areas have been identified, host doctoral seminars/colloquia in these areas to introduce them to faculty and to build interest/expertise in these areas
Interpret and articulate the Information School vision and mission	Articulate and enhance the signature strengths of the Pitt iSchool	Extraction and interpretation of signature areas from “New Configurations of the Virtual and Real” workshop -Number of students and activities in these areas.	Not in FY 2011 Plan		Design and host seminars/colloquia in these areas

University Goal: Cooperate with public and private sector institutions

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Build financial strength for our future	Expand communication and outreach to alumni, friends, corporations, and foundations	Year-to-year funding derived from these sources	-Increase donations from alumni, corporations, foundations -Increase alumni communications	-FY 2011 -- \$147,501 (as of 1/31/2011) -New online newsletter designed and implemented	-Host alumni events to increase alum outreach and participation -Maintain Gold Banner status
	Ensure consistent, current information and a personal recruiting contact is available to schools that refer student applicants	Number of referral students Number of referral agencies/organizations	Expand the personalized outreach to documented recruitment referrals: information sharing with larger number of Pitt advisors and external referral audiences	-Prospective students who identified a referral: BSIS - 18% to date Grad (masters, phd, CAS) - 22% to date	-Using data on contact/referral sources yield, expand outreach to these sources. -Develop new contacts at Pitt and other institutions. -Foster relationships with professional organizations – find new referral sources.
Provide strategic leadership for our professions	Engage with peer iSchools, the Board of Visitors, and industry on leadership issues	Recommendations and assessments from iCaucus, BOV, IAC and Tele advisory group	-Evaluate and implement recommendations -Expand membership in IAC	-IAC meets with program faculty/administrators quarterly -MSIS discussing addition of business components to curriculum (an IAC recommendation). - Several programs looking at adding capstone experiences with industry partners.	-Evaluate and implement recommendations -Engage IAC in assessing curriculum -explore collaborations between CS industry board and IAC to leverage the groups and to communicate a more coherent message from Pitt to regional industry
Interpret and articulate the Information School vision and mission	Elucidate the distinguishing characteristics of iSchools	Proportion of enrollment applications that reflect an understanding of the iSchool vision and mission as motivators for their academic plans	Not in FY 2011 Plan		-Add essay requirement to intro classes that reveals student knowledge of iSchool mission and vision. -Upon exit from degree program, survey on understanding of iSchool mission and vision

University Goal: Offer continuing education programs

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Build financial strength for our future	Diversify sources of tuition income beyond the traditional, on-campus, full time student	Proportion of tuition income derived from non-traditional students	-Implement CAS in Health Sciences Librarianship -Identify new areas for CAS programs	-12 students enrolled in CAS in Health Sciences Librarianship	-Identify areas for potential CAS programs -Evaluate delivery/content of CAS programs
Provide strategic leadership for our professions	Offer select Certificates of Advanced Study (CAS) and modular online learning opportunities to enable practicing professionals to update their knowledge and skills	Number of CAS students Number of asynchronous online educational opportunities	-Increase enrollment by diversifying CAS offerings. -Submit formal proposal for 15-credit CAS in IS/Tele	12 students (PT) in CAS in Health Sciences Librarianship; No new CAS offerings crafted; Proposals not submitted.	- Identify new CAS offerings -Evaluate need for CAS offerings

University Goal: Contribute to the local, state and national communities

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Foster intellectual vitality for our community	Support regional collaborations that offer mutual benefit	Evidence of regional, state-wide and national engagement	Not in FY 2011 Plan	Engagement with Pitt Tech Council and Three Rivers Connect, CS industry Board	Increase partnerships with regional organizations/institutions
Provide strategic leadership for our professions	Engage students with communities of practice in the information professionals	Numbers of students participating in off-campus professional activities Qualitative nature of these activities	Not in FY 2011 Plan	Number of students in internship/practicum courses: Undergrad – 2, Graduate – 135 total -Graduate programs assessing and restructuring internship/practicum to be more rigorous	-Offer more diversity in internship opportunities -Create partnerships with organizations/businesses who can provide internships -Assess the quality of internship opportunities -Identify opportunities and create pathways for students to participate in the professions outside of the school

University Goal: Ensure operational efficiency and effectiveness

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Build financial strength for our future	Continually strive to streamline and qualitatively improve the iSchool's administrative processes	Availability of real time administrative data and use of this data in decision making	<ul style="list-style-type: none"> -More fully utilize capabilities of data systems to identify and court superlative students -Reallocate staff responsibilities due to online registration -Staff reorganization to support students, faculty and teaching -perform technology assessment to support teaching -Reconceive lab and shared learning spaces 	<ul style="list-style-type: none"> - Purchased Hobson's Connect to streamline communications with prospects. -AY/Data Warehouse expertise allows regular/accurate reports on applications/class sizes/enrollments. -Staff time has been reallocated to international transcript evaluation. -Hired Director of Administration. Administrative reorganization completed. -Faculty services team realigned. -Performed a teaching technology needs assessment -Design complete for 8th floor shared labs; construction scheduled to begin May 2011. -Seeking resources to enhance student/teaching technology 	<ul style="list-style-type: none"> -Complete implementation of Hobsons Connect -Increase automated/personalized outreach to prospective students. -Evaluate processes and practices of restructured school -Develop strategic direction for providing technology and supportive infrastructure and services for our students and teaching initiatives -Reallocate budget or secure alternate funding to support tech updates to meet teaching needs. -8th floor lab renovation completed by Dec 30, 2011
Foster intellectual vitality for our community	Provide faculty and student services based on best practices in customer service from industry	Response time for faculty and student services			<ul style="list-style-type: none"> -Develop policy for filming of lectures/colloquia in terms of Intellectual Property Rights

University Goal: Expand international focus and activities

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Foster intellectual vitality for our community	Expand the range of international experiences available to iSchool students and faculty, consistent with “ The University of Pittsburgh International Plan Framework ” dated December 19, 2009	Number and type of experiences that help iSchool students develop global competency Number of students participating in international learning experiences	Explore opportunities to fund such international experiences		Explore opportunities to fund/provide international experiences/perspectives to our students
Provide strategic leadership for our professions	Foster international research collaboration by Pitt iSchool faculty	Number of emerging and ongoing relationships	Bring International scholars to work with faculty and PhD students	14 international scholars hosted in FY 2011 (up from 7 in FY 2010)	-Bring in International scholars – 7 planned for FY 2012 -implement plan to leverage existing and potential MOUs. -develop opportunities for students to be exposed to international perspectives of faculty/students.
Interpret and articulate the Information School vision and mission	Engage iSchools around the world in the discussion of vision and mission	-Proportion of international iSchools participating in the discussion -Publication of a common vision and mission among the international iSchools	Not in FY 2011 Plan		-Initiate discourse among iSchools on the international nature of the Information Sciences

University Goal: Develop collaborative research

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Build financial strength for our future	Provide incentives and rewards to faculty who actively seek partnerships and funding for collaborative research and education	Proportion of faculty engaged in collaborative ventures Funding received	Not in FY 2011 Plan		-Incentivize/facilitate collaborative research -Facilitate search for funding sources for collaborative work
Foster intellectual vitality for our community	Attract post-doctoral researchers engaged in collaborative research to spend 1-2 years at Pitt's iSchool	Quantity and quality of post-docs who come to the iSchool Number of collaborative research proposals awarded	-Hire post-doc to facilitate research -Bring in post-docs/visiting scholars	-Post-doc Anwar works with 6 iSchool faculty. -Three proposals submitted to date. -14 visiting scholars	-Evaluate effectiveness and appropriate appointment duration for post-doc -Extend current post-doc or retain another
Provide strategic leadership for our professions	Engage in the leadership of the iSchools Caucus and its programs	Collaborative research with other iSchools Developing sense of community among iSchools	iSchools to participate in joint project on multilingual information retrieval	-Multilingual information retrieval was held at the 2010 iConference. No further activity. --Recent iSchool conference attracted 536, including 200+ students and non-iSchool researchers	-Work with iSchools Assoc. Deans for Research to identify targets of opportunity and respond to them
Interpret and articulate the Information School vision and mission	Communicate the iSchool's value to competitiveness of Pitt collaborative research proposals (e.g., developing NSF Data Management Plans	Number of collaborative research awards that include iSchool faculty as co-PIs	Not in FY 2011 Plan		Educate other research units at Pitt and other institutions about iSchool capabilities in terms of data systems/ management

University Goal: Diversity

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
Build financial strength for our future	Support Pitt's diversity goals by actively recruiting faculty and students from underrepresented populations	Proportion of students and faculty from underrepresented populations	<ul style="list-style-type: none"> -Institutionalize efforts to recruit diversity faculty and students -Attend more diversity recruiting events -Acquire additional funding to support diversity scholarships 	<ul style="list-style-type: none"> Will attend 6 diversity recruitment events; 50 diverse prospects to date -Funded 10 undergraduates (ALCOA + PPG) -will fund 2-3 graduate students (Commonwealth). -Graduate applications already equal to FY 2010 (w/o Summer) -Diversity enrollment increased by more than 10 students (w/o Summer) -new source of diversity scholarship funds acquired -- PPG diversity funding acquired and scholarships offered to two students 	<ul style="list-style-type: none"> -Attend new recruitment venues (ex. HACU). -Use new recruiting system to assess number of contacts, applicants, enrolled. -Utilize Commonwealth scholars and Hobsons Connect to expand personal outreach. -Work with IAC to fund diversity scholarships -Actively recruit faculty (if position is opened) from underrepresented groups
Foster intellectual vitality for our community	Strive for a diverse student body, faculty, and staff composition that facilitates the exploration of human differences as these relate to the information professions in a safe, positive, and nurturing environment	Demographic differences between the iSchool student body, faculty, and staff and comparative populations (e.g., Pitt, the US, the information professions)			<ul style="list-style-type: none"> -Create baseline profile of diversity in iSchool, iSchools, US, and Information Professions -Evaluate effectiveness of recruitment of students and faculty
Provide strategic leadership for our professions	Operate an annual summer <i>iSchool Inclusion Institute</i> (i3) to introduce undergraduate students from underrepresented populations to iSchools	Number of i3 participants who apply to iSchools for graduate work.	Fund and implement the iSchool Inclusion Institutes	Secured \$600,000 grant from AW Mellon to underwrite i3 program.	Host inaugural i3

University Goal: Diversity

School Long-Term Goals	Objectives and Strategies	Measurements	FY 2011 Proposed Activities/Goals	FY 2011 Evaluations and Outcomes	FY 2012 Proposed Activities/Goals
	and their programs				
Interpret and articulate the Information School vision and mission	Explore and counteract the forces and conditions that impede greater inclusion in the information professions.	Longitudinal trends in the demographic makeup of applications to iSchools.			<ul style="list-style-type: none"> -Develop contacts for potential referral audiences for diversity students -Craft outreach campaign/messages to reach this group -Work with iSchools to create messages specific to group addressing need for diverse perspectives/diversity faculty and students.

University Goal: FY 2012 Reallocation

Objectives and Strategies	Measurements
Reallocating 25% of labs budget to support financial aid for graduate students	Number of students funded through this reallocation
-Distribution of Student Services tasks to faculty service team members	Time allocated to verify international transcripts and support of Student Services administrative functions
Research incentive funds allocated to visiting scholar/researcher to support collaborative research	Number of publications Number of proposals
Reallocated under-utilized student lab space to interactive teaching environment	